| | Type | Hits | Search Text |
|---|------|------|-------------|
| 1 | BRS | 176 | 705/5.ccls. |
| 2 | BRS | 8349 | (rent rental) 705/5.ccls. |
| 3 | BRS | 42 | ((rent rental)and 705/5.ccls.) and (car truck cars trucks automobile$1 vehicle$1) |
| 4 | BRS | 46 | (rent rental)and 705/5.ccls.   *Viewed all* |
| 5 | BRS | 918 | 705/16-24.ccls. |
| 6 | BRS | 16 | 705/16-24.ccls. and (((car cars) near3 (rent rental renting)) OR (truck$1 near3 (rent rental renting)) OR (automobile$1 near3 (rent rental renting)) OR (vehicle$1 near3 (rent rental renting)))   *Viewed all* |
| 7 | BRS | 57 | 705/26,27.ccls. and (((car cars) near3 (rent rental renting)) OR (truck$1 near3 (rent rental renting)) OR (automobile$1 near3 (rent rental renting)) OR (vehicle$1 near3 (rent rental renting))) |
| 8 | BRS | 47 | (705/26,27.ccls. and (((car cars) near3 (rent rental renting)) OR (truck$1 near3 (rent rental renting)) OR (automobile$1 near3 (rent rental renting)) OR (vehicle$1 near3 (rent rental renting)))) not ((((rent rental)and 705/5.ccls.) and (car truck cars trucks automobile$1 vehicle$1)) or (705/16-24.ccls. and (((car cars) near3 (rent rental renting)) OR (truck$1 near3 (rent rental renting)) OR (automobile$1 near3 (rent rental renting)) OR (vehicle$1 near3 (rent rental renting)))))   *Viewed all* |

| | DBs | Time Stamp | Comments | Error Definition |
|---|---|---|---|---|
| 1 | USPAT; EPO; DERWENT | 2004/01/12 06:56 | | |
| 2 | USPAT; EPO; DERWENT | 2004/01/12 06:56 | | |
| 3 | USPAT; EPO; DERWENT | 2004/01/12 07:06 | | |
| 4 | USPAT; EPO; DERWENT | 2004/01/12 07:05 | | |
| 5 | USPAT; EPO; DERWENT | 2004/01/12 07:05 | | |
| 6 | USPAT; EPO; DERWENT | 2004/01/12 07:12 | | |
| 7 | USPAT; EPO; DERWENT | 2004/01/12 07:12 | | |
| 8 | USPAT; EPO; DERWENT | 2004/01/12 07:12 | | |

|   | Errors |
|---|--------|
| 1 | 0 |
| 2 | 0 |
| 3 | 0 |
| 4 | 0 |
| 5 | 0 |
| 6 | 0 |
| 7 | 0 |
| 8 | 0 |

```
        S1    65422   CAR (W) RENTAL
? b PAPERSMJ, PAPERSEU, core
>>>           77 does not exist
>>>          278 does not exist
>>>2 of the specified files are not available
        12jan04 09:12:10 User264677 Session D39.3
              $0.15      0.028 DialUnits File15
       $0.15  Estimated cost File15
              $0.14      0.026 DialUnits File9
       $0.14  Estimated cost File9
              $0.05      0.009 DialUnits File623
       $0.05  Estimated cost File623
              $0.01      0.010 DialUnits File810
       $0.01  Estimated cost File810
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       $0.07  Estimated cost File275
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       $0.07  Estimated cost File624
              $0.14      0.026 DialUnits File636
       $0.14  Estimated cost File636
              $0.12      0.022 DialUnits File621
       $0.12  Estimated cost File621
              $0.01      0.014 DialUnits File813
       $0.01  Estimated cost File813
              $0.38      0.071 DialUnits File16
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              $0.07      0.012 DialUnits File160
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       $0.11  Estimated cost File20
              $0.03      0.007 DialUnits File35
       $0.03  Estimated cost File35
              $0.06      0.019 DialUnits File583
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       $0.02  Estimated cost File65
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              $0.03      0.009 DialUnits File474
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       $0.08  Estimated cost File349
              $0.23      0.021 DialUnits File347
       $0.23  Estimated cost File347
              OneSearch, 27 files,  0.563 DialUnits FileOS
       $0.46  TELNET
```

```
      $2.82  Estimated cost this search
      $2.92  Estimated total session cost    0.787 DialUnits


SYSTEM:OS  - DIALOG OneSearch
   File 387:The Denver Post  1994-2004/Jan 08
           (c) 2004 Denver Post
   File 471:New York Times Fulltext 90-Day  2004/Jan 11
           (c) 2004 The New York Times
   File 492:Arizona Repub/Phoenix Gaz  19862002/Jan 06
           (c) 2002 Phoenix Newspapers
*File 492: Not updating. See instead File 990 for current
articles from the Arizona Republic.
   File 494:St LouisPost-Dispatch  1988-2004/Jan 09
           (c) 2004 St Louis Post-Dispatch
   File 498:Detroit Free Press  1987-2004/Jan 09
           (c) 2004 Detroit Free Press Inc.
   File 631:Boston Globe  1980-2004/Jan 11
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   File 633:Phil.Inquirer  1983-2004/Jan 08
           (c) 2004 Philadelphia Newspapers Inc
   File 638:Newsday/New York Newsday  1987-2004/Jan 09
           (c) 2004 Newsday Inc.
   File 640:San Francisco Chronicle  1988-2004/Jan 11
           (c) 2004 Chronicle Publ. Co.
   File 641:Rocky Mountain News  Jun 1989-2004/Jan 08
           (c) 2004 Scripps Howard News
   File 702:Miami Herald  1983-2004/Jan 08
           (c) 2004 The Miami Herald Publishing Co.
   File 703:USA Today  1989-2004/Jan 09
           (c) 2004 USA Today
   File 704:(Portland)The Oregonian  1989-2004/Jan 09
           (c) 2004 The Oregonian
   File 713:Atlanta J/Const.  1989-2004/Jan 11
           (c) 2004 Atlanta Newspapers
   File 714:(Baltimore) The Sun  1990-2004/Jan 09
           (c) 2004 Baltimore Sun
   File 715:Christian Sci.Mon.  1989-2004/Jan 12
           (c) 2004 Christian Science Monitor
   File 725:(Cleveland)Plain Dealer  Aug 1991-2004/Jan 09
           (c) 2004 The Plain Dealer
   File 735:St. Petersburg Times  1989- 2004/Jan 09
           (c) 2004 St. Petersburg Times
*File 735: This file is not updating. Last update: 20001019
   File 476:Financial Times Fulltext  1982-2004/Jan 12
           (c) 2004 Financial Times Ltd
   File 477:Irish Times  1999-2004/Jan 10
           (c) 2004 Irish Times
   File 710:Times/Sun.Times(London)  Jun 1988-2004/Jan 10
           (c) 2004 Times Newspapers
   File 711:Independent(London)  Sep 1988-2004/Jan 10
           (c) 2004 Newspaper Publ. PLC
*File 711: Use File 757 for full current day's news of the Independent, as
as well as full coverage of many additional European news sources.
   File 756:Daily/Sunday Telegraph  2000-2004/Jan 12
           (c) 2004 Telegraph Group
   File 757:Mirror Publications/Independent Newspapers  2000-2004/Jan 12
           (c) 2004
   File  15:ABI/Inform(R)  1971-2004/Jan 10
           (c) 2004 ProQuest Info&Learning
*File  15: Alert feature enhanced for multiple files, duplicate
removal, customized scheduling. See HELP ALERT.
   File   9:Business & Industry(R)  Jul/1994-2004/Jan 08
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```
              (c) 2004 Resp. DB Svcs.
     File 623:Business Week  1985-2004/Jan 10
              (c) 2004 The McGraw-Hill Companies Inc
     File 810:Business Wire  1986-1999/Feb 28
              (c) 1999 Business Wire
     File 275:Gale Group Computer DB(TM)  1983-2004/Jan 12
              (c) 2004 The Gale Group
     File 624:McGraw-Hill Publications  1985-2004/Jan 10
              (c) 2004 McGraw-Hill Co. Inc
*File 624: Homeland Security & Defense and 9 Platt energy journals added
Please see HELP NEWS624 for more
     File 636:Gale Group Newsletter DB(TM)  1987-2004/Jan 12
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     File 621:Gale Group New Prod.Annou.(R)  1985-2004/Jan 12
              (c) 2004 The Gale Group
     File 813:PR Newswire  1987-1999/Apr 30
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*File  16: Alert feature enhanced for multiple files, duplicate
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     File  20:Dialog Global Reporter  1997-2004/Jan 12
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     File  35:Dissertation Abs Online  1861-2003/Nov
              (c) 2003 ProQuest Info&Learning
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*File 583: This file is no longer updating as of 12-13-2002.
     File  65:Inside Conferences  1993-2004/Jan W1
              (c) 2004 BLDSC all rts. reserv.
     File   2:INSPEC  1969-2004/Jan W1
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*File   2: Alert feature enhanced for multiple files, duplicates
removal, customized scheduling. See HELP ALERT.
     File 233:Internet & Personal Comp. Abs.  1981-2003/Sep
              (c) 2003 EBSCO Pub.
     File  99:Wilson Appl. Sci & Tech Abs  1983-2003/Nov
              (c) 2003 The HW Wilson Co.
     File 473:FINANCIAL TIMES ABSTRACTS  1998-2001/APR 02
              (c) 2001 THE NEW YORK TIMES
*File 473: This file will not update after March 31, 2001.
It will remain on Dialog as a closed file.
     File 474:New York Times Abs  1969-2004/Jan 11
              (c) 2004 The New York Times
     File 475:Wall Street Journal Abs  1973-2004/Jan 09
              (c) 2004 The New York Times
     File 634:San Jose Mercury   Jun 1985-2004/Jan 10
              (c) 2004 San Jose Mercury News
     File 256:SoftBase:Reviews,Companies&Prods.  82-2004/Dec
              (c)2004 Info.Sources Inc
     File 348:EUROPEAN PATENTS  1978-2003/Dec W02
              (c) 2003 European Patent Office
     File 349:PCT FULLTEXT  1979-2002/UB=20031225,UT=20031218
              (c) 2003 WIPO/Univentio
     File 347:JAPIO  Oct 1976-2003/Sep(Updated 040105)
              (c) 2004 JPO & JAPIO
```

*File 347: JAPIO data problems with year 2000 records are now fixed.
Alerts have been run.  See HELP NEWS 347 for details.

```
        Set   Items   Description
        ---   -----   -----------
? s rent(w)a(w)car
Processing
Processing
Processing
Processed  10 of  51 files ...
Processing
Processing
Processing
Processing
Processed  20 of  51 files ...
Processing
Processing
Processing
Processing
Processing
Processed  30 of  51 files ...
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processed  40 of  51 files ...
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processing
Processed  50 of  51 files ...
Processing
Completed processing all files
          638696   RENT
        97331957   A
         3946107   CAR
     S1    43477   RENT(W)A(W)CAR
?
? s s1 and (reservation (w) system)
Processing
Processed  30 of  51 files ...
Processing
```

```
Processed  40 of  51 files ...
Completed processing all files
         43477    S1
        317857    RESERVATION
      15987639    SYSTEM
         31990    RESERVATION(W)SYSTEM
     S2     678    S1 AND (RESERVATION (W) SYSTEM)
? s s2 and (reservation (n4) computer)
Processing
Processed  30 of  51 files ...
Completed processing all files
           678    S2
        317857    RESERVATION
       9542659    COMPUTER
         11496    RESERVATION(4N)COMPUTER
     S3     120    S2 AND (RESERVATION (N4) COMPUTER)
? s s3 and (customer (w) information) and ((car or vehicle) (w) (description or
data or information))
Processed  20 of  51 files ...
Processing
Processing
Processed  30 of  51 files ...
Processing
Processing
Processing
Processing
Processed  40 of  51 files ...
Processing
Processing
Processed  50 of  51 files ...
Processing
Completed processing all files
           120    S3
       5077470    CUSTOMER
      23924307    INFORMATION
         85864    CUSTOMER(W)INFORMATION
       3946107    CAR
       2812506    VEHICLE
       2354913    DESCRIPTION
      13052656    DATA
      23924307    INFORMATION
         14971    (CAR OR VEHICLE)(W)((DESCRIPTION OR DATA) OR INFORMATION)
     S4       2    S3 AND (CUSTOMER (W) INFORMATION) AND ((CAR OR VEHICLE)
                   (W) (DESCRIPTION OR DATA OR INFORMATION))
? t s4/3,k/all      Viewed all
```

```
     S5        41  S3 AND PD<=20010204
? rd
>>>Duplicate detection is not supported for File 348.
>>>Duplicate detection is not supported for File 349.
>>>Duplicate detection is not supported for File 347.

>>>Records from unsupported files will be retained in the RD set.
...completed examining records
     S6        40  RD (unique items)
? t s6/3,k/1
```

Viewed all (1-40) 3'K

**Budget.** _____ **FAQ**

## Payment and Pricing

**Q: Why do rental car companies ask for a credit card?**
A: Rental companies need to know that their renters are credit-worthy, to minimize vehicle damage and losses. Credit cards and valid drivers' licenses usually provide the only information we have about our renters.
Return to Questions

**Q: Can I use a credit card up front and then pay for the rental with cash when I return the car?**
A: Although you present a major credit card at the time of rental, when you return the vehicle, you will be asked if you'd like to keep the rental charges on that credit card or pay cash. Since car rental companies ask for credit approval on the estimated car rental charges when you pick up the car, that amount will be held against your credit balance on that card for up to 30 days, regardless of how you pay upon return.
Return to Questions

**Q: What credit card can I use?**
A: Most major credit cards when renting at most Budget locations in the U.S., Canada and Puerto Rico.
Return to Questions

**Q: Are there any other payment alternatives?**
A: Your travel agent can sell you a prepaid voucher that you can use to pay for rentals at various locations within and outside the U.S. In some cases vouchers do not cover taxes, surcharges, additional coverages, extra days, upgrades, etc. Therefore, you should carefully read the voucher information to understand exactly what is included.

You may also be asked to show a credit card as well as a valid driver's license, even though you have a voucher.
Return to Questions

**Q: Can I us a debit card?**
A: Yes, if it has the MasterCard or Visa emblem/logo.
Return to Questions

## Q: Why do rates differ?
A: Costs of vehicles, real estate prices, labor costs and special taxes vary from one area to another. Rental rates vary between competitors and may also vary depending on when and where you rent. The company's rates may be higher at an airport location and lower at a downtown or suburban location.
Return to Questions

## Q: How can I get the best deal?
A: Car rental pricing is like airline pricing – if you travel at off-peak times or make a reservation seven or more days in advance, you often get a better deal. Also, watch the Hot Deals section on the Budget web site.
Return to Questions

Reservations Desk | WorldClass Fleet | Frequent Travelers | Tips & Guidance | Diversions | About Budget | Partners | Budget Home | Contact Us | Search/Site Map | FAQ/Help

MEMO:
COVER STORY; See microfilm for charts

TEXT:
Toiling in the shadows of heavyweights H. Wayne Huizenga and Mike Maroone
didn't give an AutoNation grunt like Mike Karsner much of a chance to make
a name for himself. Even though he was the company's chief financial
officer for three years, Karsner stood outside the limelight, surfacing
once every quarter as a disembodied voice on conference calls with Wall
Street.

Now, Karsner has his shot at the spotlight. His new job? Chief executive
of ANC Rental Corp. in Fort Lauderdale, the auto rental unit spun off by
AutoNation in July.
Karsner, a 42-year-old Marylander, had dutifully climbed the corporate
ladder at Citicorp, UPS, Black & Decker, Dole Food and AutoNation before
reaching the top rung at ANC last November. He's no Huizenga, but his
elevation to CEO had Huizenga's blessings.

The ANC name might not be familiar, but the AutoNation spin-off owns two
units very much in the public eye: Alamo **Rent A Car** and
National Car Rental. And with $3.6 billion a year in revenue, ANC is now
one of the 10 biggest public companies based in Florida.

Karsner might have made a smart choice in leaving behind the struggling
AutoNation in favor of the rental car unit. AutoNation executives spoke
often about how spinning off its rental car unit would leave it a ``pure
play'' auto retailing stock more likely to be understood - and bought - by
investors. Instead, it might be ANC's fortune to have shed AutoNation.

AutoNation completed the spin-off of ANC Rental on July 3, giving its
shareholder 1 share of ANC for every eight shares of AutoNation. Since
then, ANC shares have climbed 41 percent to $7.06, while AutoNation has
eked out a 2 percent gain to $6.69. ANC's market capitalization of $319
million remains far below that of AutoNation's $2.4 billion.
``The investment community, whether it's analysts or institutional
shareholders, can now clearly evaluate the merits of this business
separately,'' Karsner said from his top-floor office in the 12-story tower
formerly occupied by Blockbuster Entertainment. ``When you're not a pure
play, it can be very difficult to attract the type of following that you'd
like to see.''

There's plenty to explain the market's interest in ANC's Nasdaq-listed
stock.

A year-long restructuring that boosted the company's headquarters
employment in South Florida to 1,350 is nearly complete. Three weeks after
the spin-off, ANC graced the occasion with its first improvement in
quarterly profits in more than a year and a half. And the healthy U.S.
economy, full employment and robust air travel have made 2000 a heady time
for auto rental companies.

To top it off, companies are refraining from the foolhardy price wars that sacrifice profit margins for upticks in market share.

``Prices have been gravitating upward,'' said Robert Napoli, an analyst with ABN AMRO in Chicago. ``Hertz, Avis and Dollar Thrifty have been minting money.''

Napoli doesn't follow ANC Rental, but it should be appearing on his radar screen. ANC's second-quarter net profit of $15.5 million was small, by industry standards, as a percentage of its $910 million in revenue. But ANC was consolidating offices and paying employee severance costs during the quarter. Without those pre-tax charges of $8.3 million, ANC would have made a better impression.

ANC was in ugly shape a year ago when it was an AutoNation division. Auto rental earnings were down 33 percent from the year before. National Car Rental, which caters to the business market, was losing business as it labored to install an expensive new **computer reservation system**. Division President Bill Lobeck was shown the door.

Morale sagged further after AutoNation proposed the spin-off to boost its stock price. A spin-off would mean prepping the unit as a stand-alone company - in other words, giving it a megadose of cost-cutting. Smaller, unprofitable rental locations were closed, and 600 front-office jobs were eliminated. The big bomb fell on National's headquarters in Minneapolis, where 150 jobs were axed and 250 were moved to Fort Lauderdale, mostly without the people occupying them. South Florida came out a winner, going from 800 ANC jobs in Fort Lauderdale a year ago to 1,350 in Fort Lauderdale and Boca Raton today.

The actions took a $41 million bite out of fourth-quarter earnings and gave ANC a net loss of $71 million for all of 1999. Restructuring cost more than $12 million in lost profits in the first six months of 2000 and is expected to chew off as much as $4 million more this quarter.

Harsh medicine, but a necessary reboot if ANC was to go toe-to-toe with competitors that had gone independent themselves in recent years, including Hertz, Avis, Budget and Dollar Thrifty. What's more, an independent ANC, unshackled from what had been a dense corporate hierarchy at AutoNation, would be nimbler in making decisions and allocating resources.

``It'll allow them to be more focused on running the business,'' said Nicholas Lobaccaro, an analyst with ANC's investment banking firm, Lehman Brothers. ``There's a certain element of `Now they're on a tightrope without a net,' but management has a real stake in the fortunes of the company and they're not going to be distracted by other businesses.''

Jon LeSage, director of research for Abrams Travel Data Services in Long Beach, Calif., said Alamo and National suffered under AutoNation ownership. ``For three and a half years, there were huge management changes and they in a sense lost time compared to Hertz and Avis,'' LeSage said. ``There was a question of who was in charge and what they wanted their strategic focus to be.''

Under Karsner, ANC's brands are again asserting themselves - Alamo in the leisure market, National for business travelers.

In April, Alamo launched a new-look rental center that incorporates a number of features for vacationers. The splashy prototype in Fort Lauderdale includes a convenience store, a play area, changing rooms, lockers and a touch-screen computer with information about local hotels and

attractions. Karsner expects half of Alamo's traffic to be passing through the redesigned centers by year-end.

National's changes are more geared toward the needs of business travelers. A survey of customers put transaction speed and vehicle choice at the top of their preferences. National responded in May with a ``One Click'' online reservation form that allows its Emerald Club members to book a vehicle in less than a minute.

But ANC's rivals have their eyes on gaining turf, too. Hertz, the leader in airport business rentals, is adding outlets at 200 Pep Boys stores and is now renting cars equipped with global positioning systems (GPS). Avis has added the GPS-equipped Cadillac DeVille to its rental fleet. Dollar Thrifty is at the fore of Internet reservations, attributing 25 percent of its bookings to Web users.

ANC said Internet bookings accounted for 10 percent of its second-quarter rentals.

Alamo could also do a better job on customer satisfaction, if a recent J.D. Power & Associates survey is on the mark. Enterprise, Avis, National and Hertz all scored above average in the study of the airport rental market. Alamo fell below the mean.

``They have a little bit more wear and tear on their cars because people want them for a longer period of time,'' said Mike Taylor, J.D. Power's director of travel services. ``They can do certain things about it, like cleaning the interior of the cars, making sure there aren't any ice cream stains on the upholstery.''

ANC draws its strength from having a strong presence in all three segments of the rental car market - business, leisure and the so-called local replacement market dominated by Enterprise. In overall fleet size, ANC ranks second behind Enterprise, according to Auto Rental News. But Karsner claims the lead in the nation's 50 biggest airport markets, where Enterprise is a second-tier player.

``Both Alamo and National are growing faster than the industry growth rate,'' he said.

ANC's third entity, CarTemps USA, is the fastest-growing of the three. Made up of several rechristened acquisitions, including Snappy, CarTemps USA has 440 locations. That's only an eighth of Enterprise's map, but from 1998 to 1999 CarTemps posted a 28 percent increase in revenue to $290 million. The unit has 23 locations in South Florida, four of them less than a year old. ANC plans to open 90 CarTemps stores nationwide over the next three years.

For all the growth in the industry, auto rental stock prices resemble junkyard bargains. Hertz, Budget and Dollar Thrifty's shares are pretty banged up since the first of the year. As a group, auto rental stocks have a price-to-earnings ratio of less than 10. ANC's p/e is 6.

Karsner categorizes his company as a small-cap value stock.
``Our industry is a growth industry, contrary to public perception,'' he said. ``It's an $18 billion market that's been growing every year since 1985, including through two recessions, at a compounded annual growth rate of about 11 percent.''

To get an idea of how much ANC has fallen in value, compare what AutoNation paid for the component companies to ANC's current market cap.

AutoNation paid $1.6 billion for Alamo, National, Snappy, Value **Rent-A-Car,** Spirit **Rent-A-Car** and
Euro-Dollar. Most of the currency was AutoNation stock that turned out to be overinflated, but it's still quite a dropoff to ANC's present market value of $319 million.

Those who have met Karsner sense he could be the right person to recover that lost value. In the auto rental business, which is thick with pricing models, market allocation, asset depreciation and vehicle buyback agreements, it doesn't hurt to have a former CFO in charge.

``What I don't hear about him is that he says, `This is how we did it at ABC Rental Co. and this is what we're going to do,' '' LeSage said. ``He seems smart enough to listen to his operations people – and he's got some good ones.''

Some diverse ones as well. Unlike the white male-dominated corporate culture Karsner left behind at AutoNation, ANC's executive cabinet represents a broader gene pool: four men, including one African-American, and four women.

So while Karsner has never run a rental car company before, he's surrounded by people who have. One in particular should be able to teach Karsner everything he'll need to know, ANC Chairman – and former Alamo owner – Michael Egan.

Karsner said the company was lucky to get the 60-year-old Fort Lauderdale resident to serve.

``I can pick up the phone or we can have a meeting and discuss strategic direction,'' Karsner said. ``We're able to tap into an individual who has all the experience he does in the rental car business.''

The two Mikes are bullish on the company's chances – and are sinking some of their own money on ANC. Last month, Karsner spent about half a million dollars – as much as his yearly salary – on 105,000 ANC shares. Egan, ANC's second-biggest individual shareholder – Huizenga is No. 1 – was right in line with Karsner, buying 72,000 shares.

``We do think there are opportunities in terms of value as we progress with our business plan,'' said Karsner, still sounding just like the finance guy he was.
ANC RENTAL ON ITS OWN

Revenue has grown in the three ANC brands – National, Alamo and Car Temps USA – but profits have been bumpy, matching the performance of itsi competitors' stock prices.

| REVENUE | | PROFIT (LOSS) |
|---|---|---|
| 1999 | $3.54 billion | ($71 million) |
| 1998 | 3.45 billion | 108 million |
| 1997 | 3.06 billion | 51.2 million |
| 1996 | 2.7 billion | (80.4 million) |
| 1995 | 1.99 billion | (16.2 million) |

Source: ANC Rental Corp.
CAPTION:
color photo: Mike Karsner (a), National Car Rental counter (a), Andrew Savidge and his brother Adam try out the play area at Alamo's prototype in Fort Lauderdale (a); color charts: ; photo: Barbara Salter watches Lisa Savidge and her children explore the new features of Alamo's splashy prototype in Fort Lauderdale (a)

WALTER MICHOT/HERALD STAFF LEISURE FEATURES: Corporate Communication Director Barbara Salter watches Lisa Savidge and her children explore the new features of Alamo's splashy prototype in Fort Lauderdale. The site includes lockers and a play area.

CHUCK FADELY/HERALD STAFF FOCUS ON BUSINESS: National's changes under ANC management are geared toward the needs of business travelers and include a `One Click' online reservation form for Emerald members.

WALTER MICHOT/HERALD STAFF PLAYTIME AT THE CAR RENTAL AGENCY: Andrew Savidge, 4, and his brother Adam, 5, try out the play area in Alamo's prototype in Fort Lauderdale.

TEXT:
America West Airlines will add two new daily non-stop roundtrip flights between Phoenix and El Paso starting Tuesday(Aug. 1), bringing to six its daily number of non-stop flights between the two cities.

   * GE Capital Fleet Services Inc. of Minneapolis said it would provide $34.6 million in financing for the Terminal 4 project at Phoenix Sky Harbor International Airport.

The company will purchase tax exempt industrial development bonds issued through the Phoenix Industrial Development Authority.

   * Directors of Valley National Corp., parent company of Valley National Bank of Arizona, have declared a regular quarterly dividend of 36 cents per share, payable Sept. 15 to shareholders of record Aug. 31.
   The corporation has 19.7 million shares outstanding, held by 12,038 shareholders. The dividend results in a cash payout of about $7 million.

   * Olin Hunt Specialty Products Inc. has opened its new Image Technology production facility in Chandler.

The 38,000-square-foot building replaces one in Tempe. The larger plant will help the plant fill special orders faster.

   * An Oklahoma corporation has bought substantially all of the assets of Great Western Systems Inc.'s All American Rent-a-Car subsidiary.

   Terms of the $1.5 million sale include an initial $300,000 payment, with the balance plus monthly interest to be paid in 36 months.

   Great Western Systems will retain ownership of its computer-base All American Reservation Systems Inc., an advance rental car reservation system tied into several major domestic airlines.
The new owners of All American Rent-a-Car will retain its subscription to the reservation service.
   * Donald Jackson, a marketing professor and director of the MBA program at Arizona State University, has been named associate dean of the University's College of Business.

   Jackson joined the faculty at ASU in 1972, having previously served as director of the Bureau of Business and Economic Research. As associate dean, he will be responsible for budgeting, planning, facilities and personnel.

   Jackson, who has a master's degree and a doctorate in business administration from Michigan State University, succeeds David Shrock as associate dean. Shrock was named dean of the College of Business Administration at Iowa State University.

02116668      SUPPLIER NUMBER: 19958077     (THIS IS THE FULL TEXT)
Weighing Java's business case: IT staff clamor for Java, but execs have to
   scale deployments based on need rather than hype, (Technology
   Information)
Crowley, Aileen
PC Week, v14, n46, p83(2)
Nov 3, 1997
ISSN: 0740-1604      LANGUAGE: English      RECORD TYPE: Fulltext; Abstract
WORD COUNT:   1613    LINE COUNT:   00128

ABSTRACT:  IT managers find they need to look beyond the 'hard sell' hype
for Sun Microsystems' Java language and plan deployments based on business
needs. Developers are clamoring for the language, which offers easier
coding and streamlined distributed development with its write-once,
run-anywhere capabilities. Top management is interested in its potential
cost savings, putting heavy pressure on CIOs to embrace a new and
relatively immature technology or risk losing competitive advantage.
Experts warn IT executives to stay focused on locating the best technology
solution for a given business problem. Some companies, such as Alamo
**Rent a Car,** have chosen to deploy Java in just a few
projects on a case-by-case basis. Java has proven useful for replacing
COBOL-based client/server software and in some types of
transaction-processing systems where a browser interface enhances
productivity. Deployment issues include the need to select the best Java
tools and recruiting and training skilled staff.

TEXT:
     Thomas Loane has been in the it business long enough to know when he
is getting the hard sell on a new technology. Fast-talking reps and slick
vendor marketing hype are all part of the game when you've been the CIO at
Alamo **Rent a Car** Inc. for over 13 years. The only
difference with the latest hot technology craze--Sun Microsystems Inc.'s
Java language--is that the pressure is coming from inside the company as
well as from the usual coterie of vendors.
     It's the in-flight magazine, build-your-r&eacute;sum&eacute; type of
technology sell," Loane laments. "Everybody is reading and talking about
(Java), and they want to know when are we going to be using it and how. If
it's not in the plan, (they want to know) why not."
     Loane has plenty of company. The promise of Java's platform
independence is like the Holy Grail to developers and business executives
alike. The language's write-once, run-anywhere capabilities promise easier
coding and streamlined distributed development for programmers, while the
potential for substantial cost savings strikes a chord among budget-minded
top management. This dual line of attack is putting serious pressure on
CIOs to embrace this relatively new development language, or risk losing
competitive advantage and valuable IT staffers who are after a piece of the
Java action.
     And there doesn't appear to be any relief in the near future. Even
with the constant sniping going back and forth between Sun and Microsoft
Corp.--the latest salvo being the lawsuit filed by Sun last month, accusing
Microsoft of infringing its Java licensing agreement--the allegiance of
true Java believers has not been shaken. So what is the best tactic for
CIOs during all this Java hype? Experts say they must stay focused on
finding the best technology solution for the business problem at hand,
while at the same time diplomatically reining in the programming language's
many zealots.
     "This is a holy war that IT executives cannot afford to get caught up
in," says Ron Rappaport, an analyst with Zona Research Inc., in Redwood
City, Calif. "They have to continue to make the best decisions based on
what they need--not what the outside world is telling them they should be
doing."
     The business case

That is exactly the tack Alamo's Loane has been taking over the last few months. Instead of making snap technology judgments, Loane has been dedicated to using Java where it can be most effective, without allowing the programming ranks or executive suite to dictate mission-critical technology decisions. "There are situations where Java is the best solution, but there are also areas where it is not and it would be the wrong choice," says Loane, who late last month left the CIO post at Alamo, in Fort Lauderdale, Fla., to become the new senior vice president and CIO of Transport International Pool, the trucking division of GE Capital Co., in Devon, Pa.

The decision to use Java as part of a few development projects during his last year at Alamo was made on a case-by-case basis, reports Loane. For example, when Alamo decided to revamp its self-serve airport reservation kiosks, the IT team looked at writing a Java-based application, but decided it would be overkill. Since all the data could easily be stored locally at the kiosk, there was no need for Java's distributed capabilities. In addition, the application was highly graphical and static, as it simply displays pictures of cars Alamo offers, along with basic pricing information. Instead of Java, Alamo chose to write the kiosk application, which was rolled out last summer and handles more than 10,000 transactions a week, in Microsoft's Visual Basic.

On the other hand, Alamo tapped Java to write another **reservation system** currently being piloted in Florida. This system will allow customers to access, via a network **computer** at the **reservation** desk, all information about the specific cars currently available in the lot. Java made the most sense here, Loane explains, since each airport reservation desk needs direct access to information that is constantly changing as new cars are returned or leave the airport terminal.

Java proved to be the perfect fit for Munich Reinsurance Co. of Canada last February, when it decided to replace its 3-year-old, COBOL-based client/server customer information application. IT officials there determined that a browser interface, made possible by developing with Java, would provide better access to information stored in an SAS Institute Inc. data warehouse.

While there were initial discussions about whether Java was the right solution because of its relative immaturity, it eventually won out, according to Peter Walker, vice president of information and office services at MROC, in Toronto. "We wanted to Web-enable our database, and this was really the best solution," Walker says.

MROC built a Java-based database application that processes historical information on the company's more than 3,000 policies. The database, which was rolled out in September, currently houses more than 16GB of data. MROC officials anticipate it will grow at a rate of an additional 2GB annually.

"Java is a natural for us because it makes our customer data available to anyone with a browser," says Joe Golobic, an assistant vice president at MROC who reports to Walker.

Having access to the right development tools also made MROC's decision to create Java-based applications easier, says Golobic. His group used Progress Software Corp.'s Apptivity, which lets developers build database applications in Java. Without it, development would have been very slow going. "If we had to write this in native Java code, we estimate it would have taken 18 months," he adds.

The actual start-to-finish time with the Apptivity tool was more like six months, says Golobic. Also, by using Apptivity, the development cycle was lessened dramatically, and MROC didn't have to hire a senior-level Java developer--both of which helped keep development costs down.

Smart CIOs are also looking to take advantage of Java tools that address specific development needs in their organization. For example, tools that let companies get up and running on Java without a lot of up-front training allow IT departments to get their Java novices experimenting with basics of the language. At the same time, they don't have to pay inflated high-end Java developer salaries.

The staffing connection

Java also offers CIOs a real challenge when it comes to staffing. IT employees are hungry for Java skills, so they're constantly in search of employment in IT organizations committed to the language. If Java hasn't surfaced in their shop, they may be tempted to look for a better opportunity. CIOs have to walk a fine line between offering Java training and, at the same time, keeping Java hype to a minimum when it comes to selecting the best language for each project.

"You can't blame people for wanting to build their r&eacute;sum&eacute; with Java," says Loane. "But I also can't start projects just to keep everybody challenged." Loane's solution is to make sure the pros and cons of choosing a specific tool, or in this case programming language, are clear. If Java is not the correct choice, he lets the reasons for his decision be known.

The staffing dilemma that Java presents is real, according to Zona's Rappaport, citing a recent survey of IT executives, called "Java: Markets, Opportunities and Trends." The survey found that after purchasing a Java development tool, training was next on the list of things IT shops are doing or are planning to do when it comes to Java development.

"Offering training is a way (IT management) can show good faith," Rappaport says, even if there are no immediate plans to put Java to use in the IT organization. But Rappaport cautions against bringing the language in-house in the hopes of keeping staff. "Bringing in any technology and not first understanding how it will work within your existing business model is never a good idea," he says.

Educating staffers and other executives about the realities of Java is really the best line of defense. Because the hype around Java is so pervasive, some CIOs are starting to feel heat from top management to embrace the language. The Zona report found that 32 percent of the decisions to deploy Java are "top-down," meaning they are made as part of strategic business planning at the highest level of the company. According to Rappaport, this represents a significantly larger strategic interest in Java among top management than in past development decisions.

As for Loane, he hopes to use the same strategy when it comes to Java development at his new assignment at GE Capital: Deploy where it makes sense, and educate where it doesn't. "There is definitely a herd mentality when it comes to Java," he explains. "The trick is to lead the herd and not get caught up in it."

To deploy or not to deploy?

That is the question facing many IT managers. Here's a view of the top internal factors impacting the decision to deploy Java:

Web browser linkage 72%

Cross-platform compatibility 66%

Programmers' interest in Java/attracting programmers 62%

Lower cost 49%

Centralized updating 43%

Improved application security 43%

Legacy data access 42%

Speed of development 35%

Robustness 30%

Open computing environment 29%

Ability to run on thin clients 28%

Universal client access 26%

Source: Zona Research Inc.

TEXT:
HOTELS are offering a plethora of rates this year to fill rooms empty
because of the recession and the Gulf war.

Steering through the maze of rates is a difficult task, best left to the
travel agents. The bigger agents have good deals with the top hotel chains
and can usually obtain a better rate than that quoted by the hotel itself.

There are five ways of booking a hotel room: call direct, call the hotel's
own central reservation number, book through an airline **computer
reservation system,** get a local office to book the room in the
city one is staying in, or use a travel agent. Each of these calls will
probably illicit five different rates.

One thing is sure - one should not be paying the published rackrate, which
should be used only as a barometer. 'The number of people paying rack rate
has decreased over the years,' says Karen Gill, regional director of sales
for the UK for InterContinental Hotels.

Those that do will be those who have booked late, are booking only a few
nights which do not warrant a better-than-rack rate, or those booking
direct.

The bigger buyers get the better deals simply because they can guarantee a
certain volume of bednights per annum and therefore trigger a corporate
rate (a minimum of 10 per cent discount), or probably a preferred (ie a
better-than-corporate) rate (ie 10 per cent-plus). But a preferred rate is
not necessarily discounted from the best room in the hotel.

Take the Leicester Holiday Inn. A standard room at rack rate ranges from
Pounds 84 to Pounds 87. A corporate rate is offered to regular customers at
10 per cent off rack rate, ie Pounds 75.60 - Pounds 78.30. In addition, the
hotel will offer a local commercial rate (Holiday Inn's equivalent of a
preferred rate) which is dependent upon volume and available to travel
agents and companies direct.

This will be a discount off rack of over 10 per cent. Lastly, this hotel
offers a weekend rate geared to families: Pounds 43 for dinner, bed and
breakfast or Pounds 33 for bed and breakfast only (based on a per person
rate and two people sharing). The confusion of rates is further complicated
by the fact that, unlike airlines, hotels do not use live reservation
systems. Whereas airlines can book flights on a last availability basis,
hotels do not have this facility.

'It's not based on real time,' explains Denis Johnson, general manager
sales for Europe of Hilton Hotels USA and Conrad. 'A three or four second
delay in transactions can screw up the entire hotel inventory.'

Hotel marketing companies, such as Leading Hotels of the World (LHW) and Steigenberger Reservation Systems (SRS) sell hotel rooms on a 'free sale' basis because there is no live, automated system. Moreover, bookings taken at the individual hotel property always take precedence.

'It's a mess,' says Stephen Etchells, director of sales and marketing at travel agency The Travel Company. 'We're lobbying hotels and they're positive about the need for change. The hotel industry needs to be as sophisticated and mature in its reservation, monitoring and tracking process as the airline industry and until that's achieved professional yield management will never really be maximised.'

Hilton Hotels USA and Marriott hotels, together with Budget **Rent a Car** and American Airlines, are rolling out a live CRS system next year called Confirm which should eradicate the bookings nightmare. 'Existing hotel computer systems are spin-offs of the airline systems and have never been written for hotels before,' explains Johnson of Hilton Hotels USA and Conrad.

Hotels launched corporate rates in an effort to reward their best customers and keep them brand loyal to their product.

However, everyone now has access to corporate rates, it seems, which has pushed the hotel's revenue down and caused the hotels to be more selective about who they give their preferred rate to.

'Big hotel chains like Hilton and Sheraton give corporate rates automatically but preferred rates are only given on volume and you have to meet strict targets,' says Colin Rainbow, commercial director of multiple travel agent Wagon Lits.

Periquito Hotels, a mid-market group of six UK properties, has travelled a different route, selling its rooms on a room rate tariff for the two main room types it offers. A room rate rather than a per person rate allows the customer to accommodate a maximum of four people in each room.

'We like to think we were the pioneers of the room rate tariff in the UK,' says Peter Mackworth Gee, managing director. 'We wanted to keep our tariff structure as simple as possible.'

The Monday to Thursday rates vary only slightly depending on location. For a deluxe room they range from Pounds 54 to Pounds 65 per room.

Hotels have only one chance to sell a room; they have until 6pm each day to make a booking. Ways to maximise revenue and occupancy, called yield management, include local promotional rates offered by a general manager if he/she feels it would help his occupancy. Such rates are usually offered low season, ie January to March and July and August.

Many hotels, particularly deluxe properties, have panicked this year and have added to the confusion of rates. 'There is a price war going on,' says Rainbow of Wagon Lits. 'Deluxe hotels are certainly being affected more than usual but the discounts are right across the board.'

Some hotels are offering added-value instead of discounts. The Hotel Conrad on Hong Kong island, for example, is offering complimentary limo transfers and laundry, automatic room upgrade, 6pm checkout and fax and telephone calls at cost until February.

These sort of deals should be communicated at booking time but it is always best to check direct with the hotel.